
STUDY ON JOB PERFORMANCE OF EMPLOYEES IN HOSPITALITY INDUSTRY – EVIDENCE FROM HOTELS IN KALUTARA DISTRICT, SRI LANKA

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Abstract

The study mainly aimed at recognizing main determinants of job performance. Further it examined what are the better performance required from the employees of hotels in Kalutara to perform their job and to provide better service for their customers. Further study investigated the relationship between job performance and intrinsic qualities; internal environment; external environment. Data was collected by distributing 100 structured questionnaires among employees in Kaluthara district. Descriptive and correlation analysis methods were used in data analyzing. When considering descriptive analysis all mean values of major topics taken are more than 3.5. There is a weak positive relationship between employee performance and the knowledge, skills and competency of the employees. There is a significant relationship between employee performance and the motivation of the employees, compensation, working environment in hospitality industry.

Keywords: job performance, hotel employees, intrinsic qualities, internal environment, external environment.

Introduction

Tourism and hospitality industry is a forthcoming industry in Sri Lanka as well as in the global context. Especially, Sri Lanka is a very famous travel destination in the tourism industry all over the world. Sri Lanka is now a much sought – after global travel destination which is developing as a front-line industry. Tourism continues to attract more and more foreign direct investments in Sri Lanka. Also, there is a huge competition existing among the tourism and hospitality industry and investors are planning to establish new properties related to the tourism and hospitality industry all around the country. Therefore, every tourist hotel should have strategies to attract many tourists for their own organizations and hospitality business operators should provide better service for their customers up to their expected level. Otherwise, they won't be able to compete with existing competitors. To provide better service every employee should have a better performance according to their job profile. Job performance refers to the quality and quantity accomplished by individuals or groups after fulfilling a task (Schermerhorn, 1989). Hence, the study mainly aimed at recognizing main determinant of job performance and what are the better performance required from the employees of resorts in Kalutara to perform their job and to provide better service for their

customers. Further, the study investigated the relationship between job performance and intrinsic qualities; internal environment; external environment.

Literature Review

Job Performance

Employee job performance can be defined as employee productivity and efficiency in their job. Employee performance directly affect the organization's performance. If the employees are effective and efficient in their job they are productive workforce. Excellent workforce will help in order to achieve individual as well as the organizational desired goal, (Mubbsher M. Khan & Maryam Jabbar, 2013).

Skills & Competency

Knowledge and skills can be defined as focus on the competencies that individuals need in order to perform rather than on the task duties and responsibilities to do the job. The capabilities that people have directly influences in their individual as well as the organizational performance. Employee competencies including knowledge & skills and abilities are main aspect of employee performance, (Opatha, 2009).

Motivation

Motivation can be defined as someone's efforts, encouragement and directing his behavior to carry out duties and responsibilities properly measured through indicators of earn rewards, the establishment of cooperation, respect, self -actualization and fulfillment of your work environment, (Sudarno, Priyano & Dinda Sukmaningrum, 2016). In the industry of Hospitality Management, Intrinsic motivation (IM) has been one of the concepts that have been much discussed on. According to Deci and Ryan (1985), intrinsically motivated behaviors are engaged in for their own sake, for the pleasure and satisfaction derived from the process of engaging in the activity. Intrinsically motivated behaviors are associated with psychological well-being, interest, enjoyment, fun, and persistence. In that sense if a waiter is intrinsically motivated, he or she will derive much satisfaction from work. Employees are motivated when the work itself is challenging and interesting (Dyer and Parker, 1975; Herzberg, 1968; Wong et al., 1999). The motivation in turn will affect the productivity of the employee. Herzberg (1968) mentioned that the work itself was one of the motivators intrinsic to the job that increases an individual's motivation. Nevertheless, Work would be interesting if the feedback from the customer would be interesting. Therefore Amabile (1993: 186) stated that the nature of the work itself is "the most basic fact of a person's life within an organization." s)

Management & Subordinates

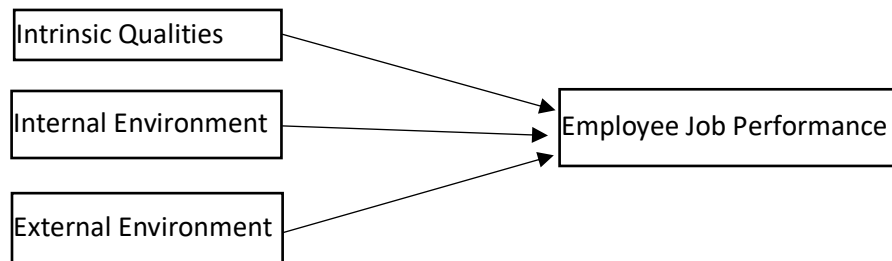
Management is often included as a factor of production along with? Machines, materials, and money. According to the management guru Peter Drucker (1909-2005), the basic task of management includes both marketing and innovation. According to (Shanock, L. R., & Eisenberger, R. 2006). When supervisors feel supported: Relationships with subordinates' perceived supervisor support, perceived organizational support, and performance.

External Business Environment

According to (Kokemuller N, 2007) the external business environment includes factors outside the organization that impact the approach and success of your operations. The external environment consists of a variety of factors outside your company doors that you typically don't have much control over. Family can be taken in to consideration when turn towards the topic of external factors that affect employee performance. Every employee who works in a

company must work according to what he should do. And most certainly there are some things that must be achieved in carrying out their duties of employment.

Figure 1: Conceptual Framework



Methodology

Population and Sample

There are thirty three (33) hotels in Kalutara district which registered under Sri Lanka Development Authority (SLTDA) in 2018. Out of these, four hotels have been selected for collecting data to the study. The population of the study includes the all department employees of four (04) hotels in Kalutara district who are interacting with the guests. It includes the all front of the house staff of hotels. Out of the four hotels' employees, 100 employees have been selected as a sample of the study. Sample included 12 employees in Executive grade, 18 employees in Supervisor grade and employees in 70 Operational level staff. Since all employees were in different level it contributed more ideas from them accordance what they feel according to their mindset. The convenient sampling method applied to select the respondents from the population of the study.

Data Collection

Primary data was obtained through a questionnaire survey which included open ended question and 5 likert scale questions. Questionnaire was developed by considering the determinants of the performance of the employees. The questionnaire was designed using five point liker scale questions and rating from 1 to 5 as strongly agree, agree, average, disagree and strongly disagree for each questions. Questionnaire was prepared in Sinhala and English languages as majority of surveyed participants were conversant better in Sinhala. The participants were assured of the strictest confidentiality of their responses. Hence the questionnaire was personally distributed to the employees and response sheet collected within one day of distribution.

Data Analysis

As the method of data analysis by using statistical package for social sciences (SPSS). And summery measures used as the statistical techniques of mean, standard deviation in descriptive analysis and the correlation analysis to identify that what kind of relationship between job performance and its independent variables.

Results and Discussion

Descriptive Analysis

Descriptive analysis has been used in order to identify the existing situation of the Determinants affecting to the job performance of the employees. In the study used the

descriptive techniques such as Mean and Standard Deviation, for the interpretation of data. Following criteria have been used to analyze the statistical output of descriptive statistics.

- 1 <= X < 2.5 Disagreed
- 2.5 <= X < 3.5 Neither agreed nor disagreed
- 3. 5 <= X < 5 Agreed

Table 1: Existing Situation of Determinates affecting to the job performance of the employees

Determinates	N	Mean	Std.d.
Intrinsic Environment (Knowledge, skills & competency)	100	4.61	0.460
Skills and knowledge that required to perform job well	100	4.55	0.609
Perform the job efficiency and effectively.	100	4.70	0.461
Aware of my job description and job responsibility to perform	100	3.59	0.588
Interesting to improve the job knowledge	100	4.59	0.514
Internal Environment (Motivation)	100	3.69	0.516
Salary and other benefit	100	3.44	0.833
Training and career development	100	3.79	0.832
Encouragement of the supervisors	100	3.85	0.809
Internal Environment (Compensation)	100	3.56	0.337
Happy of my service charge portion	100	3.01	0.948
Receive a fair salary that sufficient enough	100	3.02	1.044
Fully satisfy that providing incentives for my performance.	100	3.13	0.950
Management is taken action to provide every payment	100	4.16	0.735
Satisfying the facility.	100	4.14	0.752
Satisfy that the concern of welfare facility for my family	100	3.87	0.837
Internal Environment (Management & Subordinates)	100	3.77	0.369
The resources and working environment	100	3.73	0.723
The company rules and regulation	100	3.77	0.737
Friendliness and contribution	100	4.00	0.876
Supervisors guides to build the trust	100	3.82	0.892
Supervisor ask for opinions, ideas and suggestions	100	3.63	0.939
Blessing of the supervisor	100	3.65	0.880
External Environment (Competitors & family)	100	3.88	0.563
Satisfied of job considering with competition	100	4.26	0.799
Family background is supporting	100	3.12	0.924
Happy to work in organization as it holds a big image	100	4.27	0.694

Source: Author’s estimations using the field survey (2019)

When considering on descriptive analysis all mean values of major topics taken are more than 3.5 for the research dependent variables are highly accepted. Standard deviation measures the dispersion value that point to the gap between one respondent to another respondent.

Correlation Analysis

Intrinsic Environment (Knowledge, skills & competency)

Table 2 Analysis of the independent variable (Intrinsic Environment)

		Job_perf	Intrinsic Qualities
Job_perf	Pearson Correlation	1	.116
	Sig. (2-tailed)		.249
	N	100	100
Intrinsic Qualities	Pearson Correlation	.116	1
	Sig. (2-tailed)	.249	
	N	100	100

Source: Author’s estimations using the field survey (2019)

The correlations analysis was used to inspect the relationship between the variable of intrinsic environment which is the combination of knowledge and skills & competency. Pearson correlation statistic method was employed to identify the correlation of the research findings. According to table 2 the value of correlation between employee performance and the knowledge, skills and competency was .116 correlation ($r=0.116$) value should be between $-1 \leq r \leq +1$. This correlation value is positive but weak. Significant value is .249. Since the significant value (.249) > significant level (0.01). There is a weak positive relationship between employee performance and the knowledge, skills & competency of the employees. Therefore the author decided to omit this independent variable and do not take this factor further in this analysis due to significant value.

Internal environment (Motivation)

Table 3 Analysis of the independent variable (Internal Environment)

		Job_perf	Intrinsic Qualities
Job_perf	Pearson Correlation	1	.371**
	Correlation Sig. (2-tailed)		.000
	N	100	100
Internal environment motivation	Pearson Correlation	.371**	1
	Sig. (2-tailed)	.000	
	N	100	100

Source: Author's estimations using the field survey (2019)

According to table 3 the value of correlation between employee performance and the motivation was 0.371. ($r = 0.371$), that mean motivation is moderately correlate with the employee performance. Significant value is 0.000. Since the significant value (0.000) < significant level (0.00). "The Relationship is highly accepted". And it is a positive moderate relationship between motivation and the job performance. There is a significant relationship between employee performance and the motivation of the employees.

Internal Environment (Compensation)

Table 4 Analysis of independent variable – Internal environment (compensation)

		Job_perf	Internal environment (compensation)
Job_perf	Pearson Correlation	1	.562**
	Correlation Sig. (2-tailed)		.000
	N	100	100
Internal environment (compensation)	Pearson Correlation	.562**	1
	Sig. (2-tailed)	.000	
	N	100	100

Source: Author's estimations using the field survey (2019)

As per above table 4 the value of correlation between employee performance and the compensation was 0.562. ($r = 0.562$), this correlation value is moderately positive. That means compensation is highly correlate with the job performance. Significant value is 0.000. Since the significant value (0.000) < significant level (0.00). "The Relationship is highly accepted". There is a significant relationship between compensation and the performance of the employees.

Internal Environment (Management & Subordinates)

Table 5 Analysis of the independent variable- Internal environment (Management & Subordinates)

		Job_perf	Internal environment (Management & Subordinates)
Job_perf	Pearson Correlation	1	.338**
	Correlation Sig. (2-tailed)		.001
	N	100	100
Internal environment (Management & Subordinates)	Pearson Correlation	.338**	1
	Sig. (2-tailed)	.001	
	N	100	100

Source: Author’s estimations using the field survey (2019)

According to table 5 the value of correlation between employee performance and the working environment was 0.338, ($r = 0.338$), working environment also correlate with the employee job performance. Significant value is 0.001. Since the significant value ($0.001 < \text{significant level } (0.01)$). “The Relationship is accepted”. There is a significant relationship between working environment and the performance of the employees is positive.

External Environment (Competition & Family)

Table 6 Analysis of Independent variable – External Environment (competition & family)

		Job_perf	External Environment (competition & family)
Job_perf	Pearson Correlation	1	.725**
	Correlation Sig. (2-tailed)		.000
	N	100	100
External Environment (competition & family)	Pearson Correlation	.725**	1
	Sig. (2-tailed)	.000	
	N	100	100

Source: Author’s estimations using the field survey (2019)

According to table 6 the value of correlation between employee performance and the working environment was 0.725, ($r = 0.725$), working environment also highly correlated with the employee job performance. Significant value is 0.000. Since the significant value ($0.000 < \text{significant level } (0.00)$). “The Relationship is accepted”. There was a significant relationship between working environment and the performance of the employees is strongly positive.

According to the analysis of the all variables, there is a week relationship between employees’ knowledge & skills and competency with employee job performance. And other three variables including motivation, compensation, management & subordinates under internal environment of all independent variables are positively correlate with the dependent variable of job performance. Also under the external environment competitors & family background has a positive association with employee job performance. There is a significant relationship between employee performance and the selected two independent variable of internal environment & external environment can according to the correlation analysis in this research study.

All the findings that were given in this study were according with the existing literature. Those were justifiable up to great extent. Therefore, the relationships found in this study are very important for their practical implications within the hotels. Hotels should implement better strategies to enhance employee performance. Because of the employee performance is one of very important factor in the organization. Hence, the importance thing is to fulfill their requirement to get their better output and committed to the organization. Otherwise, it is

difficult to compete with other competitors in business world. Therefore, organization should be used more strategic methods to get superior employee job performance in order achieve the success of the organization.

Conclusions and Implications

The objective of this research is to find out the determinants of job performance of the employees in hotels in Kalutara district. The study identified that all variables which are selected for the study: knowledge; skills and competency; motivation; compensation and subordinates & management under the internal environment and external environment were positively correlate to the employee job performance. Hence, the research identified that four factors were determinants of the job performance of the hotel employees in Kalutara district.

It has been observed that better employee knowledge, skills competency lead better job performance of the employees. Considering the hotels in Kalutara district, the hotels can provide cross exposure for the hotels in their own group or same standard hotels to improve their knowledge and skills. It might be a good experience to improve employees' knowledge, skills & competency. Also, it could be recommended hotels can provide employees on the job training within the department as a departmental training once a week by employees' immediate supervisors. It can be cost effective and more efficient method to improve employees' knowledge, skills and competency in operational background. On the other hand it could be recommended that providing them job rotation for each employee. It helps to establish multi task work systems by multi task employees. It could be beneficial for employees as well as the organization also.

The study observed that demotivated staff led to poor performance of the employees and the organization. Therefore, it could be recommended to establish a better career progression system for each employee to plan their career in future. When employees expect to build up their career path they might be motivated and provide their better performance to the organization. Moreover, it could be recommended to develop employees to their next level and give them training to required level. When they develop, it could be caused to motivate them and perform their job well. And it could be a reason to committed employees to the organization. It could be recommended to implement a better reward and recognition system within the organization. Employee should be appreciated according to their performance. When they achieve their target, organization should reward them. It could be a cause to motivate them and perform their job well.

Further, the study observed that poor compensation lead to poor performance of the employees. Hence, it could be recommended that do a salary survey in same industry in the area and implement a better compensation package including salary and other benefit for each category of staff with comparing job market in the area. Introducing new incentive schemes base on employees' performance will enhance their performance. It could introduce according to their level of target of achievement. Based on the finding of the study, it has been observed that unhealthy working environment lead to minimize the employees' performance. It should be provided a healthy work environment without any hazards or disturbance. Such environment contributes to improve employee job performance. Fair company policies could be established and procedures that treat all of the employees in similar way. Employee favoritism should be avoided. If employees feel as management is fairly treat them it improves their commitment for the organization and they contribute their maximum productivity to organization.

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